

**Title Page:**

STRATEGIC PLAN FOR WRIGHT BROTHERS NATIONAL MEMORIAL

OCTOBER 1, 2006 - SEPTEMBER 30, 2011



## Results Act and Planning Cycle:

### PREFACE

This five-year Strategic Plan has been written for one or more units of the greater National Park System administered by the National Park Service, U.S. Department of the Interior. The National Park System preserves outstanding representations of America's natural, cultural, and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. The National Park Service not only directly and indirectly preserves these national treasures; it also makes them available to millions of visitors from throughout the country and the world every year.

This Strategic Plan was written to fulfill the requirements of Section 104 of the National Parks Omnibus Management Act of 1998. This legislation requires all field units of the National Park System prepare Strategic Plans and Annual Performance Plans consistent with the Government Performance and Results Act of 1993 and make these documents available to the public. The law was a catalyst for our staff to examine its fundamental mission and to take a fresh, longer range view, in precise terms, of what results or outcomes we needed to achieve to more effectively and efficiently accomplish that mission.

The Government Performance and Results Act (GPRA) is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "performance management revolution" already embraced by private industry and many local, state, and national governments. Performance management ensures that daily actions and expenditure of resources are guided by long- and short-term goal setting in pursuit of accomplishing an organization's primary mission, followed by performance measurement and evaluation. Importantly, GPRA mandates that long-term and annual goals be results or outcomes rather than outputs (activities, products, or services) and that they be "objective, quantifiable, and measurable" so that performance can be adequately measured and reported, and progress on mission accomplishment assessed.

GPRA requires federal agencies to develop and use three primary documents in conducting their business. These documents are also to be submitted to the Congress and the Office of Management and Budget (OMB):

1. Strategic Plan of no less than five years duration, reviewed and revised every three years, and containing:

- \* mission statement based in law, executive order, etc.;
- \* long-term goals, which are objective, quantified, and measurable, to accomplish mission;
- \* how goals will be accomplished, is the plan data and narrative showing "...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...";
- \* relationship of annual goals to long term goals, a description of how long term goals are carried out in annual goal increments;
- \* key external factors which could positively or negatively affect goal accomplishment;
- \* GPRA also requires consultation with affected and interested parties in the development of the Strategic Plan, and it requires that the plan be
- \* developed by federal employees (versus contractors, etc.).

2. Annual Performance Plan tiered off the Strategic Plan each year, showing how long term goals will be accomplished in annual increments, and containing:

- \* annual goals to incrementally achieve long-term goals in Strategic Plan;
- \* annual work plan explaining how annual goals will be accomplished - "briefly describe the operational processes, skills and technology, and the human, capital, information and other resources required to meet the performance goals...." and
- \* basis for measuring results - "...provide a basis for comparing actual program results with the established performance goals...."

3. Annual Performance Report reviewing each year's successes and failures and identifying areas where activities

or goals need to be revised in the future, addressing:

- \* what annual goals were met or exceeded;
- \* what annual goals were not met;
- \* why annual goals were not met; and
- \* what remedial action will be taken for goals not met.

## ABOUT THIS PLAN

In consultation with Congress, OMB and other interested parties, the National Park Service (NPS) developed its own GPRA implementation process. In 2004 the Department of the Interior (DOI) produced a Strategic Plan requiring all agencies in the Department to be aligned with. It is available on the Internet at [http://www.doi.gov/ppp/strat\\_plan\\_fy2003\\_2008.pdf](http://www.doi.gov/ppp/strat_plan_fy2003_2008.pdf).

Individual park plans address the long-term goals in the NPS and DOI plans that are appropriate to the individual units as parts of the overall National Park System and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issues. The park plans, then, are a blend of national and local priorities and goals.

This Strategic Plan follows that pattern. It contains a mission statement born out of the NPS organic act as well as the specific legislation or proclamation establishing the park. It contains mission goals, closely paralleling the "servicewide" mission goals that illustrate in broad brushstroke what we do far beyond five years - "in perpetuity" - to accomplish our stated mission. It then contains long-term goals, which target in quantifiable, measurable ways what we will accomplish in the next four years toward achieving our overall mission goals and mission. The long-term goals address both appropriate "servicewide" goals as well as park-specific outcomes. The goal numbering protocol follows that of the NPS plan with park-specific suffixes. Since not all servicewide goals apply to every park, some numbers may be skipped. In addition, there are numbers containing 0's which are not in the servicewide plan and indicate park-specific goals.

Each long-term goal is repeated with one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as to sketch in how the goal will be accomplished. The figures in the tables and narrative for each goal contain any general information about "How Goals will be Accomplished", including staffing, fiscal, infrastructure, and other resources available to achieve the plan's long-term goals.

It should be noted that the goals in this plan are generally predicated on "flat budgets". Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations are known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) are "reasonably assured", they too are taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with the resources we already have while at the same, providing accountability for those resources.

Each year that the Strategic Plan is in effect, there will be a companion Annual Performance Plan which shows in annual goals, that year's targeted incremental achievement of each long-term goal, and a work plan for accomplishing that increment. Each year there will also be an Annual Performance Report discussing actual achievement of the prior year's annual goals and progress on long-term goals.

Copies of this Strategic Plan can be requested from the superintendent. Questions and comments are welcome and encouraged and can be addressed to the superintendent. Copies of the most current Annual Performance

Plan and Annual Performance Report are also available on request, with questions and comments equally welcome.

## **Park Background Information:**

### **WRIGHT BROTHERS NATIONAL MEMORIAL**

(Wright Brothers National Memorial is administered by the National Park Service Outer Banks Group. The Group also includes two other parks; Fort Raleigh National Historic Site and Cape Hatteras National Seashore. The Group functions under one superintendent, management, and budget appropriation. Each park has a separate strategic plan.)

Wind, isolation, dunes, and the unobstructed open space of the Outer Banks of North Carolina made it an ideal location for Wilbur and Orville Wright to perfect and implement the basic principles of flight. The brothers first visited the area in 1900 to test their gliders and eventually achieved the first successful powered flight on December 17, 1903.

Located in the popular tourism destination, Outer Banks, over 439,000 people per year visit the park. The 428-acre site contains a large granite boulder at the historic point of take-off, a 60-foot granite monument (1932) atop the Big Kill Devil Hill, and reconstructions of the brothers' 1903 living quarters and hangar. The park's visitor center has been designated as a National Historic Landmark.

Wright Brothers National Memorial was originally designated as the Kill Devil Hill Monument National Memorial on March 2, 1927. The park was transferred to the NPS from the War Department on August 10, 1933 and redesignated as Wright Brothers National Memorial on December 1, 1953.

### **MISSION OF NATIONAL PARK SERVICE AT WRIGHT BROTHERS NATIONAL MEMORIAL**

The mission of the National Park Service at Wright Brothers National Memorial is rooted in and grows from the National Park Service Organic Act and park's legislated mandate. The park's mission statement is a synthesis of this mandated purpose, plus the park's primary significance as itemized below.

The National Park Service Organic Act provides "...to promote and regulate the use of the...national parks...which purpose is to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

The park's enabling legislation states that: "There shall be erected on Kill Devil Hill, at Kitty Hawk, in the State of North Carolina, a monument in commemoration of the first successful human attempt in all history at power-driven airplane flight, achieved by Orville Wright on December 17, 1903".

#### **Purpose**

The purpose of Wright Brothers NMEM is to commemorate the first successful controlled powered flight, at the site where it occurred, and to interpret the continuing worldwide significance of the Wright brothers' dream, vision, and achievement.

#### **Significance**

The park is the site of the first successful, powered, manned, heavier than air, controlled flights made by Wilbur and Orville Wright. It is the site of the Wright brothers' first experiments with gliders. It has environmental conditions conducive to flight experimentation (wind, dunes, unobstructed open space, isolation, and sand). It is the site where the Wright brothers perfected and implemented the basic principles of flight. It contains

monuments (pylon and boulder) which represent national movements to mark the site.

#### KEY EXTERNAL FACTORS AFFECTING THE PLAN'S ACCOMPLISHMENT

While park management and staff can plan, manage, and largely control much of what occurs in the park, other things they can only influence, especially things external to park boundaries. Some things, such as natural events, they have no control over whatsoever. In developing Wright Brothers National Memorial's Strategic Plan and its long-term goals, it was important to take into consideration key external factors that could negatively or positively affect goal outcomes. A few of the most important or most likely are identified briefly below. This is by no means an exhaustive list but simply those that are most likely to influence outcomes as viewed at the time of writing the plan.

1. Partnerships - Park partners play a key role in management success. Although the park has a fair number of established partnerships to-date, there exists great potential for the establishment of additional partners, leading to improvements in visitor service and resource protection.
2. First Flight Centennial Foundation/First Flight Commemorative Coin Surcharges - The First Flight Centennial Foundation was established to assist in fundraising for the First Flight Centennial event of December 17, 2003. Through the efforts of the Foundation, legislation was passed to establish a First Flight Commemorative Coin program. Coin legislation states that surcharges from the sale of these coins are to be used exclusively to benefit Wright Brothers NMEM. Park management works with the Foundation on projects involving the expenditure of surcharge funds.
3. Limited Availability of External Lands - Increased development of lands adjacent to the park, and increased population and demographic transformation of adjacent communities have changed, and continue to change, uses and use impacts at the park. Due to limited availability of non-federal lands, the park is often pressured to permit land uses that are incompatible with park values.
4. Tourism and Visitation - Successful local tourism marketing has resulted in significant rise in visitation to the Outer Banks and a corresponding increase in visitation to the park. Along with visitation increase, the park budget has remained flat, hampering management's ability to keep services parallel with visitation impacts and visitor needs.
5. Public Involvement - Public awareness on critical issues, and management decision-making and direction, is increasing. As this desirable public interest and concern grows, the park must adapt and respond with effective and efficient opportunities for public involvement. Public involvement will play a role in the outcome of park planning efforts during this strategic cycle, including the Commercial Services Plan and potentially an update of the park's General Management Plan (1996).
6. Coastal Storms and Hurricanes - Life on the coast is not always a day at the beach. Coastal storms and hurricanes can significantly impact park operations, considerably damage park resources and property, and change the natural habitat.

#### CONSULTATION IN PLAN PREPARATION

GPRA requires that Congress, OMB, and other interested and affected parties be consulted in the development of Strategic Plans. Congress and OMB, as well as the Department of the Interior, were extensively consulted in the development of the DOI and NPS service-wide plan. Some partner organizations were consulted in the development of the original Wright Brothers NMEM Strategic Plan, from which this current plan is drawn. Interested parties will be involved in plan development as adaptations and revisions are made.

#### STRATEGIC PLAN PREPARERS

The following park staff members were intimately and extensively involved in preparing this strategic plan:

Michael B. Murray, Superintendent

Mark Hardgrove, Deputy Superintendent

LeAnn Cauthen, Administrative Officer

Thayer Broili, Chief of Resources Management

Charlie Sellars, Chief of Maintenance

Mary Doll, Chief of Interpretation

Norah Martinez, Chief Ranger

Sue Titchenell, GPRA Coordinator

#### Strategic Plan Note for Outer Banks Group Parks:

The three areas of the Outer Banks Group are combined under one budget appropriation and are managed through shared resources. Due to the difficulty of separating out financial and staffing resources, or due to the necessity of reporting goal results collectively, some of the GPRA goals for these three parks are reported as "Group Goals" within the Cape Hatteras National Seashore Strategic Plan.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name:        WRIGHT BROTHERS - NEW ALSO SEE CAHA?

Park/ Program Org Code:    5187

Date Last Updated: January 25, 2007

*DOI Goal ID Number:*

*NPS Goal ID Number:*    Ia2B

*Park/ Program Goal ID Number:*    Ia2B

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Species Protected: number of species of management concern managed to desired condition

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, 0 populations (0% of 2) of Wright Brothers National Memorial species of management concern are managed to desired condition.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Management status

Each species

In Desired condition

2

0

*5-Year Results Plan:*

Wright Brothers National Memorial contains approximately 20 SMC. To date, the park lacks an acceptable total of SMC and their park population numbers, defined desired future conditions for their numbers and needed habitat, and detailed condition assessments for the SMC populations. Although the park currently lacks the required information to meet the criteria for reporting to the service wide SMC goal, a park specific goal has been developed for the 2006-2011 strategic planning period to begin to delineate desired future conditions (and appropriate assessment indicators).



## Strategic Plan Report, FY 2007-2011

Park/ Program Name:         WRIGHT BROTHERS - NEW ALSO SEE CAHA?

Park/ Program Org Code:     5187

Date Last Updated: January 25, 2007

*DOI Goal ID Number:*

*NPS Goal ID Number:*   la5

*Park/ Program Goal ID Number:*   la5

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Resource Condition: number of Historic structures in good condition

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, 5 (100% of 5) of Wright Brothers National Memorial historic structures are in good condition.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Condition

*Unit Measure:*

Each structure

*Condition (Desired):*

Good

*Total # Units in  
Baseline:*

5

*Status in Base  
Year (# Meeting  
Condition):*

5

*5-Year Results Plan:*

Wright Brothers NMEM Cultural Resource Management Program provides research, compliance, planning and stewardship of a rich diversity of archeological sites, cultural landscapes, and historic structures. Wright Brothers NMEM contains 5 historic structures, (5 of 5 historic structures are in good condition). The park will maintain the 5 historic structures in good condition.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name:        WRIGHT BROTHERS - NEW ALSO SEE CAHA?

Park/ Program Org Code:    5187

Date Last Updated: January 09, 2007

*DOI Goal ID Number:*

*NPS Goal ID Number:*    Ia6

*Park/ Program Goal ID Number:*    Ia6

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Resource Condition: number of preservation and protection standards met for park museum collections

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, 66.67 %, 58 of 87 applicable preservation and protection standards for WRBR are met.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Applicable standards

Each standard

Standards meet

88

40

*5-Year Results Plan:*

By September 30, 2011, 66.67 %, 58 of 87 applicable preservation and protection standards for WRBR are met. (Baseline year: 2006, 59.77 %, 52 of 87 standards met).

## Strategic Plan Report, FY 2007-2011

Park/ Program Name:        WRIGHT BROTHERS - NEW ALSO SEE CAHA?

Park/ Program Org Code:    5187

Date Last Updated: January 25, 2007

*DOI Goal ID Number:*

*NPS Goal ID Number:*    la7

*Park/ Program Goal ID Number:*    la7

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Resource Condition: number of the cultural landscapes in good condition

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, 1 of (100% of 1) of Wright Brothers National Memorial cultural landscapes are in good condition.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Condition

*Unit Measure:*

Each landscape

*Condition (Desired):*

Good

*Total # Units in  
Baseline:*

1

*Status in Base  
Year (# Meeting  
Condition):*

1

*5-Year Results Plan:*

Wright Brothers NMEM has an approved Historic Resource Study (1997) that meets NPS and professional standards.

Wright Brothers NMEM cultural landscape historic district will be restored according to the Cultural Landscape Report (2002) if funding becomes available.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name:        WRIGHT BROTHERS - NEW ALSO SEE CAHA?

Park/ Program Org Code:    5187

Date Last Updated: March    29, 2007

*DOI Goal ID Number:*

*NPS Goal ID Number:*    Ia8

*Park/ Program Goal ID Number:*    Ia8

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Resource Condition: number of archeological sites in good condition

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, 1 (100% of 1) of Wright Brothers National Memorial archeological sites are in good condition.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Condition

*Unit Measure:*

Each archeological site

*Condition (Desired):*

Good

*Total # Units in  
Baseline:*

1

*Status in Base  
Year (# Meeting  
Condition):*

1

*5-Year Results Plan:*

Wright Brothers has 1 archeological site listed on the current Archeological Sites Management Information System (ASMIS). This site is in good condition and the park will maintain the existing archeological site in good condition.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name:        WRIGHT BROTHERS - NEW ALSO SEE CAHA?

Park/ Program Org Code:    5187

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:*    Ila1A

*Park/ Program Goal ID Number:*    Ila1A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Visitors: Percent of park visitors satisfied with appropriate park facilities, services, and recreational opportunities.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, 95% of visitors to Wright Brothers National Memorial are satisfied with appropriate park facilities, services, and recreational opportunities.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

Visitor satisfaction

Percent

Satisfied

93

*5-Year Results Plan:*

The park will continue to maintain buildings and grounds. The Visitor Center and pavillion are open and staffed as appropriate. The park will also maintain exhibits and provide publications and maps.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name:        WRIGHT BROTHERS - NEW ALSO SEE CAHA?

Park/ Program Org Code:    5187

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:*    Ila2A

*Park/ Program Goal ID Number:*    Ila2A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Visitors: The number of visitor accident/incidents

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, the number of visitor accidents/incidents at Wright Brothers National Memorial is no higher than its baseline number of 1.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Accidents/incidents

*Unit Measure:*

Each injury

*Condition (Desired):*

Reduced

*Total # Units in  
Baseline:*

1

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

Each Wright Brothers National Memorial operation focuses on promoting the highest standards of visitor safety. Visitor use of park resources and activities are monitored and hazards are identified and mitigated in a timely manner.

Programs anticipated in FY 07-12 include: 1) completion of a comprehensive structural fire plan, 2) continued implementation of a comprehensive park safety program, 3) continued routine protection patrols, and 5) enhanced visitor safety messages during interpretive personal services contacts.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name:        WRIGHT BROTHERS - NEW ALSO SEE CAHA?

Park/ Program Org Code:    5187

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:*    Ila2B

*Park/ Program Goal ID Number:*    Ila2B

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Visitors: number of visitor fatalities

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, the number of visitor fatalities will remain at zero.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Fatalities

*Unit Measure:*

Each fatality

*Condition (Desired):*

Reduced

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

Five Year Plan of Work and Results

## Strategic Plan Report, FY 2007-2011

Park/ Program Name:        WRIGHT BROTHERS - NEW ALSO SEE CAHA?

Park/ Program Org Code:    5187

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:*    IIb1

*Park/ Program Goal ID Number:*    IIb1

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Visitors: Percent of visitors that understand and appreciate the significance of the park they are visiting

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, 86% of Wright Brothers National Memorial visitors understand the significance of the park

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Visitor understanding

*Unit Measure:*

Percent

*Condition (Desired):*

Understand

*Total # Units in  
Baseline:*

90

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

Provide interpretive, orientation, and education services to increase visitor understanding.



## Strategic Plan Report, FY 2007-2011

Park/ Program Name:        WRIGHT BROTHERS - NEW ALSO SEE CAHA?

Park/ Program Org Code:    5187

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:*   IVb2

*Park/ Program Goal ID Number:*   IVb2

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Visitors: Number of visitors served by facilitated programs

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, Wright Brothers National Memorial's attendance at facilitated programs will increase to 962,000.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Facilitated programs

*Unit Measure:*

Each visitor

*Condition (Desired):*

attended

*Total # Units in  
Baseline:*

959000

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

Provide interpretive, orientation, and education services to increase visitor attendance.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: WRIGHT BROTHERS - NEW ALSO SEE CAHA?

Park/ Program Org Code: 5187

Date Last Updated:

*DOI Goal ID Number:*

*NPS Goal ID Number:* OVERHEAD

*Park/ Program Goal ID Number:* OVERHEAD

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Overhead

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

Longterm goal text not available. Enter the text on the  
Annual Work Plan Results tab for the final year of the  
Strategic Plan.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

## Strategic Plan Report, FY 2007-2011

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